Information Analysis Centers (IACs)

Cyber Security & Information Systems Technical Area Tasks (CS TATs) Industry Day Briefing

May 27, 2014

Mr. Christopher Zember

Director, DoD Information Analysis Centers

Agenda

TIME	EVENT	BRIEFER
0800-0830	**Arrival (Breakfast/Coffee in Cafeteria)**	N/A
0830-0835	**Welcome**	Mr. Christopher Zember
0835-0855	**DoD IACs Overview**	Mr. Thomas Gillespie
0855-0925	**CS TAT Requirements**	Mr. Christopher Zember
0925-0955	**CS TAT Acquisition Strategy Considerations**	Mr. Stanley Stearns
0955-1005	**Break**	
1005-1020	**Teaming Arrangements**	Ms. Sylvia Linke
1020-1035	**Post-award Processes**	Mr. Christopher Zember
1035-1105	**Future USMC Requirements**	MARFORCYBER

WELCOME

DOD IACS OVERVIEW

The Facts Behind the IACs

ESSENTIAL RESOURCE

For over 65 years, the IACs have served as an essential resource to affordably access technical data and analysis in support of current operations.

SCOPE OF WORK

The IAC program is composed of over 7,000 scientists and engineers in 49 states. We handle more than $1.5 billion in total funding for new and ongoing Technical Area Tasks (TATs).

RESEARCH DATA AND ANALYSIS

Through the IACs, research data is collected, reused to answer recurring challenges, and analyzed to identify long term trends and provide recommendations to the community. Over 6 million STI documents were viewed or downloaded from IAC websites last year.

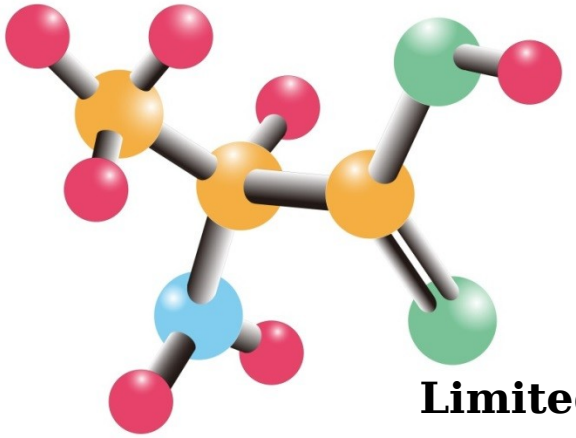
REALIGNED FOCUS

In 2008, the IAC program announced changes to our contract structure, in response to changes in legislation requiring enhanced competition. The ongoing effort to restructure the IACs will be completed by the summer of 2014, aligning to current priorities of the SecDef, including Better Buying Power.

"IACs serve as a proven resource for maximizing the value of each dollar the department spends."

– Pentagon spokeswoman

Traditional Contracts

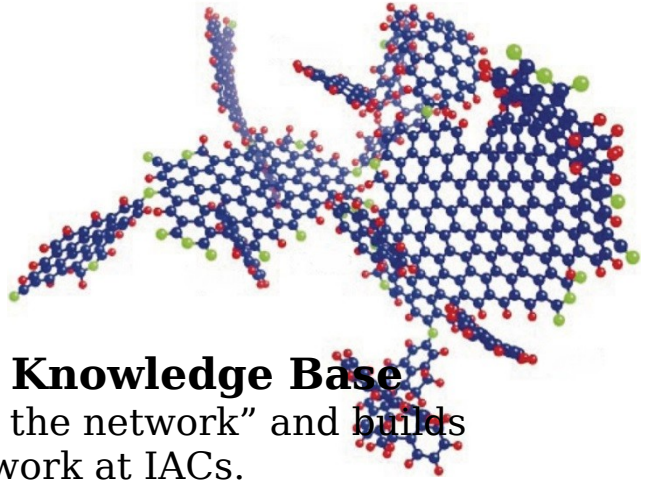


Limited Knowledge Base
(Internal and Sub-contract)

Deliverables Flow ONLY to Customer
(Usually unavailable to others)

Best Case Scenario:
Information is reused within the company or program.

IAC Contracts



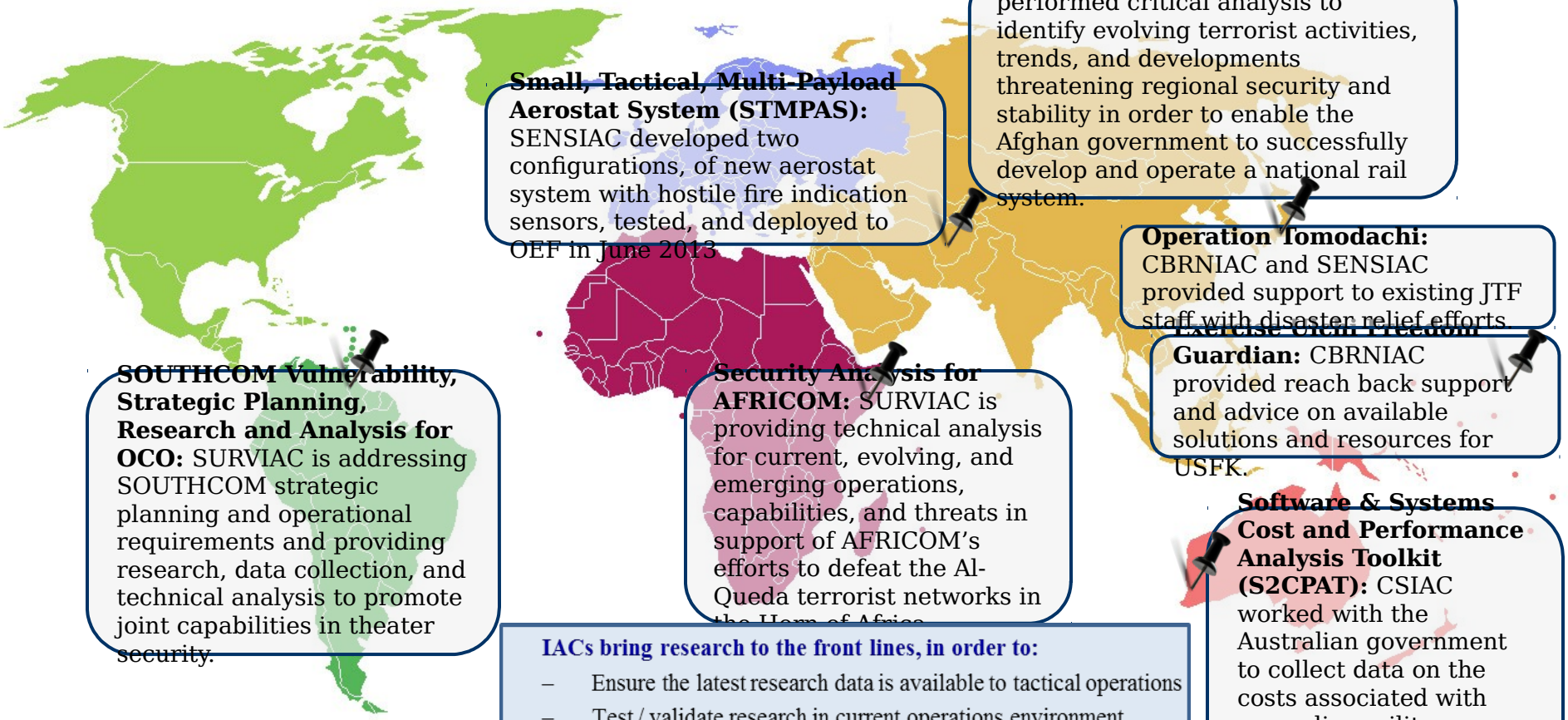
Extensive Knowledge Base
("Leverages the network" and builds on existing work at IACs.
Maintains a broad network that spans government/industry/academia.)

Deliverables Flow to DTIC
(Become available to the broadest possible audience for reuse. The IAC Process requires each effort to build on this historical foundation.)

Best Case Scenario:
Information is reused across the government (including contractors).

IACs Are Forward-Deployed

Bringing the "Think Tank" to the Battlespace



Aide to US/NATO: SURVIAC performed critical analysis to identify evolving terrorist activities, trends, and developments threatening regional security and stability in order to enable the Afghan government to successfully develop and operate a national rail system.

Small, Tactical, Multi-Payload Aerostat System (STMPAS): SENSIAC developed two configurations, of new aerostat system with hostile fire indication sensors, tested, and deployed to OEF in June 2013.

Operation Tomodachi: CBRNIAC and SENSIAC provided support to existing JTF staff with disaster relief efforts.

Exercise Ulchi Freedom Guardian: CBRNIAC provided reach back support and advice on available solutions and resources for USFK.

SOUTHCOM Vulnerability, Strategic Planning, Research and Analysis for OCO: SURVIAC is addressing SOUTHCOM strategic planning and operational requirements and providing research, data collection, and technical analysis to promote joint capabilities in theater security.

Security Analysis for AFRICOM: SURVIAC is providing technical analysis for current, evolving, and emerging operations, capabilities, and threats in support of AFRICOM's efforts to defeat the Al-Queda terrorist networks in the Horn of Africa.

Software & Systems Cost and Performance Analysis Toolkit (S2CPAT): CSIAC worked with the Australian government to collect data on the costs associated with upgrading military systems to better predict future technology upgrade costs.

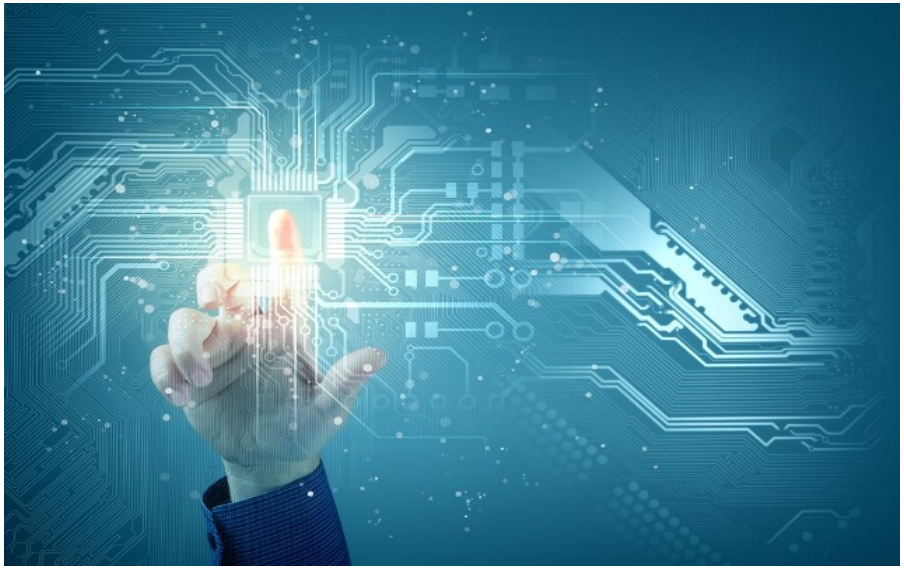
IACs bring research to the front lines, in order to:

- Ensure the latest research data is available to tactical operations
- Test / validate research in current operations environment
- Gather data from the field to improve system design / implementation

Technology Domain Awareness

Identifying and Harnessing Innovation

Technology Domain Awareness (TDA) is the effective understanding of the technology landscape as it relates to current and future defense capability needs.



The DoD IACs focus on TDA, ensuring our technology development efforts keep pace with the rapidly evolving threat environment by:

1) providing a collaborative platform for addressing multi-stakeholder challenges through joint projects and
2) acting as a hub for TDA knowledge development, assessment, and dissemination.

"We must now adapt, innovate, and make difficult decisions to ensure that our military remains ready and capable —maintaining its technological edge over all potential adversaries."

—The Honorable Chuck Hagel, Secretary of Defense

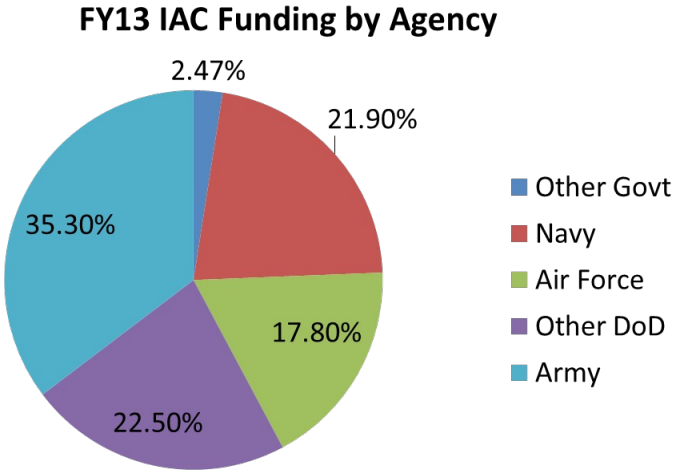
formation Analysis Centers (IACs)

Proven Strategic Sourcing Success

The Department of Defense's Information Analysis Centers (IACs), administered by the Defense Technical Information Center, operate a portfolio of task order contracts for technical research and analysis.

In Fiscal Year 2013, IACs performed **over 600 task orders**, conducting more than **$1.5 billion in research and analysis across the Department.**

The IACs are transitioning from a single-award to a Multiple-Award Contract (MAC) structure. To date, 2 of 3 consolidated MACs have been awarded; the remaining one will be awarded by June 2014.



Success Metrics:

- 17-25% cost savings measured on 30 task orders issued under strategic MAC vehicles
  - Applied to $1.5B/yr, total projected savings for the Department is **over $375M in annual savings**
- Total potential of **$1B in prime awards for small business**
- **7.4% faster** time to award task orders
- Approach includes **"several best practices for the Department"** (per memo signed by Deputy Director, Defense Procurement and Acquisition Policy – DPAP)

"We didn't have any difficulties because of the [IAC] experts that worked with us."
– Air Force Air Combat Command customer

"A Case Study for Better Buying Power" report by the Center for Strategic & International Studies (CSIS) found that, under the new strategic sourcing model:

IACs "will be positioned to create and sustain a focus on the Better Buying Power Initiative to improve affordability, productivity, and standardization within defense acquisition programs."

Pentagon spokeswoman indicated that:

"IACs serve as a proven resource for maximizing the value of each dollar the Department spends… in this time of budgetary uncertainty, the importance of DoD IACs is actually enhanced."

IAC Program Way-Ahead

Achieving Legislative and DoD Objectives

- Statutory changes made the existing IAC business model unworkable
  - 2008 National Defense Authorization Act, Section 843
  - Limitations on single award contracts & emphasis on increased competition
  - IAC response: seek multiple award contracts for TAT portion of IAC Program
- Better Buying Power initiative and current operational environment provide opportunities to enhance IAC business model
  - Build out Community of Practice role for IAC BCO
  - Enhance alignment with and support of Acquisition community
  - Expand opportunities for Small Business
    - Set-asides for new separate BCO contracts
    - Partial set-asides through new TAT contracts
  - Lower cost through enhanced competition
    - *17% savings achieved in FY12*
  - Increase capabilities through expanded industrial base (multiple award contracts)
  - Expands support to critical technology areas

"The restructured IAC Program will be in an even better position to improve affordability, productivity, and standardization within defense acquisition programs."

Center for Strategic and International Studies (CSIS) report, "A Case Study for Better Buying Power"

IAC Program Way-Ahead

Expanding Scope and Adapting Structure

New IAC Structure: (3) Basic Centers of Operation (BCOs) + (3) MACs with Technical Area Tasks (TATs)

BCO

- **CSIAC** — Cyber Security & Information Systems Information Analysis Center — **Awarded: July 2012**
- **HDIAC** — Homeland Defense & Security Information Analysis Center — **Awarded: October 2013**
- **DSIAC** — Defense Systems Information Analysis Center — **Awarded: January 2014**

TAT

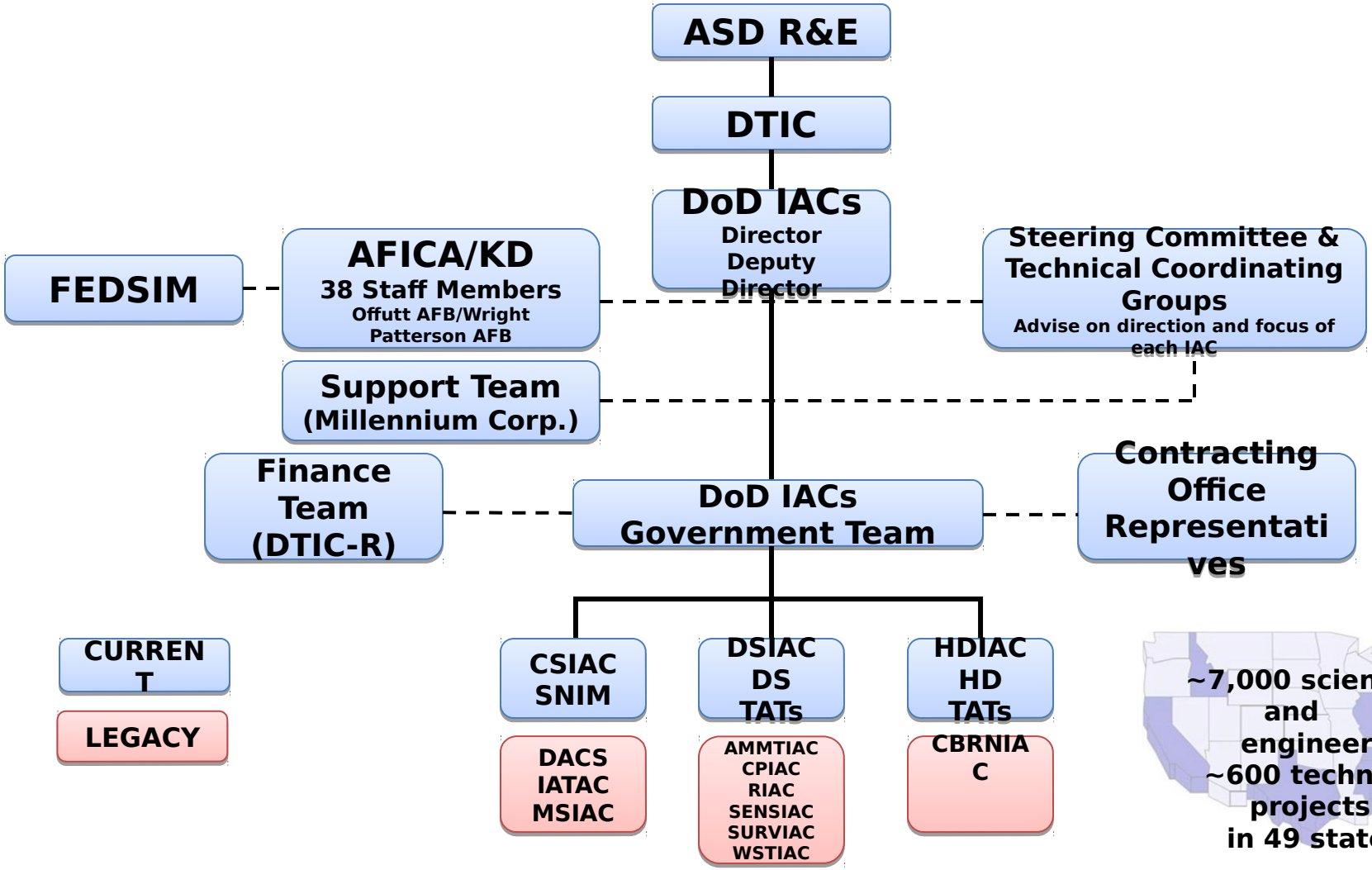
- **Homeland Defense Technical Area Tasks $900M**
- **Defense Systems Technical Area Tasks**
- **Software, Network, Information, Modeling & Simulation (SNIM) IDIQ**
  $2B (Awarded May 2010)
- **Cyber Security Technical Area Tasks (CS TATs)**
  $2B (Award: Summer 2015)

Contract re-structuring, completed or underway, ***available for business*** ***New*** business opportunities for industry

2012 | 2013 | 2014 | 2015

IAC Enterprise

Diverse Team of Government, Industry and Academia



IACs and Sequestration

During budgetary uncertainty, IAC value is enhanced

- IAC value continues during sequestration
  - Under sequestration, the IACs continue to operate, providing an efficient mechanism for the Department to continue its mission
- Pentagon asserts increased IAC value during budgetary uncertainty
  - *"IACs serve as a proven resource for maximizing the value of each dollar the department spends"*
  - IACs allow the Pentagon *"to reduce duplication and build on previous research, development and other technical needs"*
  - According to a Pentagon spokesperson, *"in this time of budgetary uncertainty, the importance of DoD's IACs is actually enhanced"*
- Center for Strategic and International Studies (CSIS) case study highlights enhanced IAC alignment with DoD Better Buying Power
  - According to the CSIS study, the IACs *"will be positioned to create and sustain a focus on the Better Buying Power Initiative to improve affordability, productivity, and standardization within defense acquisition programs."*

CS TAT REQUIREMENTS

SNIM
Historical Information

- **SNIM covers 4 scope areas; individual TATs often touch multiple areas**
  - Historical percentage of SNIM TATs that included each scope area:

Software Data and Analysis (67%)
Information Assurance (43%)
Knowledge Management and Information Sharing (73%)
Modeling and Simulation (57%)

- **Over the last 8 years, the historical and potential SNIM & Predecessor TATs average has been 40 new TATs / year broken out as follows:**

Amount	# TATs
>$10M	137
$5M-$10M	66
$2M-$5M	41
<$2M	53
TOTAL # TATs (8-yr avg)	297

SNIM TAT

IA Integration for Geospatial and Remote Sensing Processes

Objective:
The objective of this Technical Area Task (TAT) is to conduct research and development (R&D) of enterprise and tactical systems (e.g. Corpsmap Automated Information System (AIS), Corps Water Management System (CWMS), Geospatial Management and Information System (GRID)) to include technology planning, documentation, and prototyping. The contractor shall develop, recommend, test, install, demonstrate, operate, and integrate software tools that enhance the ability of the RS/GIS CX to transform information technology from legacy, stove piped systems toward an enterprise a[illegible] is responsive to the needs of t[illegible] methods of enterprise data a[illegible]

Sponsor: CEERD-RR-G, USAERDC, CRREL, US Army Corp of Engineers

Key Tasks:
- Technology Exploration, Enhancement, and Innovations Secure Engineering and Prototype Development
- Secure Engineering and Prototype Development
- Information Superiority and Data Management
- Secure Systems and Data Integration
- Quality Assessment and Testing and Evaluation Process

Deliverables:
- Requirements Traceability Matrix
- Policy Assessment Analysis
- Modernization Plan
- Geospatial Content Delivery Plan
- Enterprise Geospatial Integration

SNIM TAT

Contractor Logistic Support (CLS) Sustainment Division Information Assurance (IA)

Objective:
The objective of this CLS Sustainment Division TAT is to attain subject matter and functional area expertise in the following objective areas: Strategic planning and IA/MA analysis, Airborne systems, Capability gaps and requirements, Ground systems, Mission requirements, IA/MA requirements, IA/MA technology, Secure data management systems, Vulnerability, authenticity and continuity assessments, and Assessments of capabilities in real-world environments.

Key Tasks:
- Mission Execution through Strategic Planning and IA/MA Analysis
- Compliance of Airborne Systems to Meet IA/MA Mission Requirements
- Analyze and Identify IA/MA Capability Gaps and Requirements
- Compliance of Ground Systems to Meet IA/MA Mission Requirements
- Detailed and Viable Alternatives for Mission Requirements
- Assessment of Impacts on IA/MA Technology

Sponsor: US Air Force Contractor Logistic Support Sustainment Division

Deliverables:
- CONOPs and Requirements Structure Recommendations
- Network Modeling of Fleet
- Risk Assessment Methodology Report
- Recommendations for Airborne IA/MA Requirement Prioritization
- Security Plan and Program Protection Plan
- Airborne Policy and Procedure Assessment and Recommendations
- IA/MA Airborne Technology Impact Analysis
- IA/MA Capability Gap Analysis
- Prototype Solution of Capability Gap(s) Documentation

SNIM TAT

NAVAIR-6.9 Aviation Readiness & Resource Analysis Program Life Cycle

Objective:
The objective of this TAT is to conduct Logistics IT research, development, analysis, evaluations, recommendations, and implementation to enhance NAVAIR leadership's ability to develop affordable solutions that support the deployment of integrated, interoperable, cost effective Naval Aviation IT Logistics Enterprise Solutions. The solutions shall support the Business Capability Lifecycle (BCL) phases of Business Capability Definition (BCD), Investment Management, Prototyping, Engineering Development, Limited Fielding, Full deployment, Operations and Support, and Disposal.

Sponsor: NAVAIR Commander

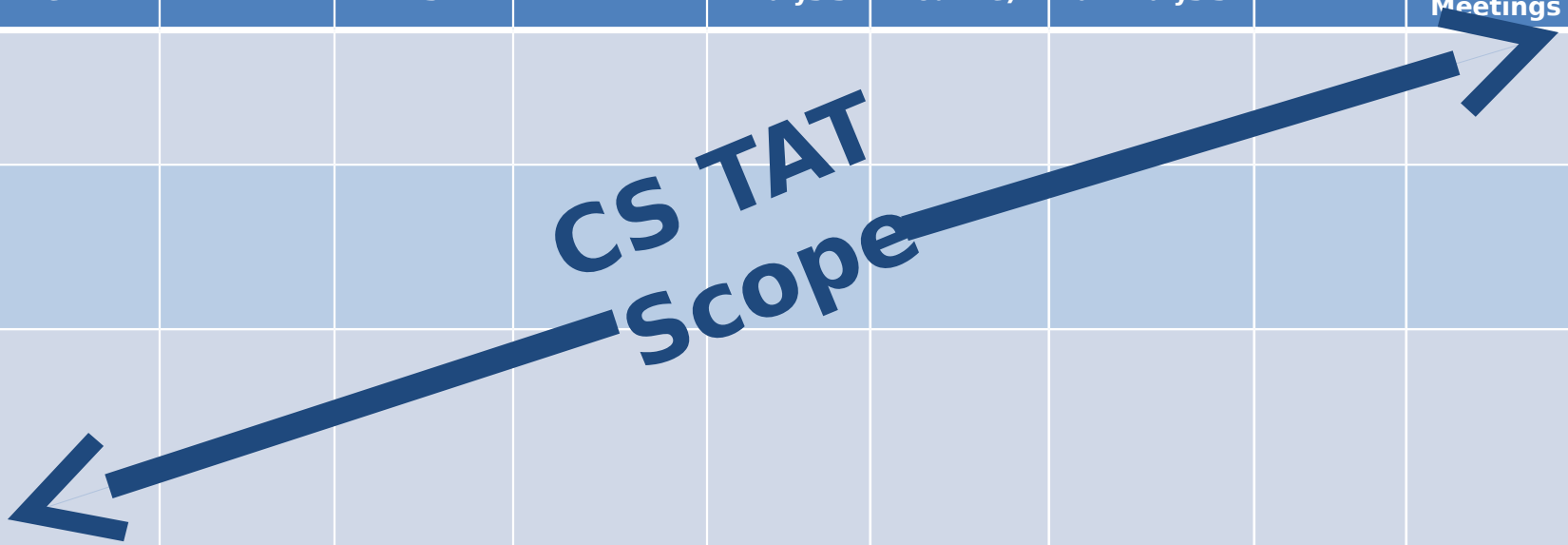
Key Tasks:
- ALE Strategic Plans
- Systems Acquisition and Planning
- Enterprise Architecture (EA) Solutions
- Systems Engineering Solutions
- Systems Integration
- Data Analysis
- Configuration Management
- Information Technology/Information Assurance
- Software Development
- Systems Implementation

Deliverables:
- Research Results Technical Reports
- Capability Gap Analysis
- STI Assessment and Gap Analysis
- Total Cost of Ownership Model
- Concept of Operations Documents
- Business Capability Lifecycle (BCL) Documentation
- System Recommendations
- IT Lifecycle Cost Estimate
- Design Interface Analysis
- Change Management Plan
- DIACAP Package

Cyber Security & Information Systems TATs
Technical Scope and Requirements

- **Objectives**
  - Draw from and build on Cyber Security and Information Systems knowledge base
  - Conduct CS studies, evaluations, and analyses
  - Promote standardization in CS technical domain across the interagency
- **Scope**
  - Matrix represents technical focus areas with types of tasks across each area

	Technical Development	Evaluation	Plans & Frameworks	Implementation	Research & Analysis	Training (non-routine)	O&S Developmental Analysis	SME	Technical Conferences & Meetings
Software Data & Analysis									
Information Assurance									
Knowledge Management & Information Sharing									
Modeling & Simulation									



CS TAT ACQUISITION STRATEGY CONSIDERATIONS

CS TAT
Acquisition Strategy Considerations

- **Full and Open Competition with Partial Small Business Set-Aside**
  - Seeking to award 5 or 6 F&O and 3 SB contracts. Two separate award pools – SB and Full & Open. SB Set-Aside for TATs below a TBD dollar value.
- **NAICS Code**
  - 541712, R&D in Physical, Engineering, & Life Sciences (Except Biotechnology)
  - 500 employee small business size standard
- **Contract Type**
  - Multiple Award IDIQ with capability for both cost and fixed-price orders
- **Contract Length**
  - 6 years (2 year Base + 2, two-year Options). Max. TAT duration – 5 years
- **$2.4B Ceiling**
  - Cumulative total for all TAT orders awarded, all contractors
- **$23.4K Management Reporting Requirement**
  - Minimum order guarantee is for Base Period only (FFP CLIN)

CS TAT
Acquisition Strategy Considerations

- **Full Tradeoff Source Selection Process**
  - Technical, Past Performance and Cost Factors
- **Technical**
  - Subfactor 1 – Technical Capability
    - Evaluation of capability all focus areas
    - Sample TAT Evaluation
      - 1 per pool (F&O and SB). Each Sample TAT to cover multiple scope areas.
  - Subfactor 2 – Program Management
- **Past Performance** – Scope and magnitude evaluation for 10 contracts for Full & Open with 4 contracts from the Prime and 5 for partial SB Set-Aside with 2 contracts from the Prime. For award must have at least a confidence assessment of Satisfactory.
- **Cost/Price** – Cost realism and price reasonableness evaluation for one Sample TAT (per pool proposed on) plus FFP Mgmt. Reporting CLIN.
- **SB Subcontracting** – Small Business Participation plan for LBs only. Evaluation of LB prime proposed SB subcontracting, expressed as a % of dollars obligated.
- **SSA conducts best value assessment/tradeoff determination**

CS TAT
Acquisition Strategy Considerations

- **Organizational Conflict of Interest with CSIAC BCO**
  - CSIAC BCO prime contractor cannot be a prime/subcontractor on a CS TAT contract
    - CSIAC BCO contractor serves as a “trusted agent”
- **DCAA-confirmed adequate accounting system**
  - Information for Contractors, DCAA Pamphlet No. 7641.90 (www.dcaa.mil/dcaap7641.90.pdf)
- **Partial Small Business Set-Aside**
  - Small Businesses can compete for SB and/or F&O pool awards
    - Will have to identify as part of proposal
  - SB Pool TAT Competitions
    - FAR 52.219-14, Limitations on Subcontracting: At least 50% of the cost of contract performance incurred for personnel performed by SB contractor, assessed on a contract yearly basis
  - F&O Pool TAT Competitions
    - FAR 52.219-14 rule not applicable

CS TAT
Acquisition Strategy Considerations

- **Post Award TAT Process(es)**
  - Advanced Planning Matrix for upcoming requirements
  - SB Set-Aside Determination
    - Routine set-aside for TATs below an established dollar value, unless CO determines there are not two or more small businesses with capability, capacity, and interest in bidding
      - SB representative at DTIC will facilitate a streamlined determination process
  - Compete TAT in SB Reservation or F&O pool
    - Full tradeoff or LPTA

CS TAT

Acquisition Strategy Considerations

Questions to Industry

(submit responses to csiactat@us.af.mil no later than 30 May 2014)

1. If the government decides to establish a Partial SB Set-Aside to set-aside TATs below a specific dollar threshold, what dollar amount would you set it at?
2. The Government is placing additional SB Participation Requirements in its solicitations to promote enhanced opportunities and enforced accountability throughout contract performance. One requirement in particular involves adding a minimum SB subcontracting percentage requirement via use of a special contract requirement (Section H clause). This percentage requirement is based on "total obligated dollars" – not total subcontracting dollars. Given the nature of the research and analysis services contemplated for this CS TATs IDIQ Contract(s) under NAICS 541712, what is a "reasonably achievable" percentage level of small business subcontracting based on your company's demonstrated past performance records and based on total contract dollars? In your response self-identify as a SB or LB and provide your company name.

Teaming and Small Business

Ms. Sylvia Linke
Director of Small Business Programs, DTIC/OL

27 May 2014

Why Team?

- Expand opportunities
- Take advantage of SBA affiliation rules
- Maximize complementary skills, resources, capabilities
- Minimize risks
- Fill gaps in past performance
- Eliminate barriers (e.g., support geographically dispersed requirements)
- Increase competitiveness

Selecting Teaming Partners

- Compatible contractors
- Assess team chemistry
  - Management styles, corporate cultures, strategic visions
- Assess team member capabilities
  - Business, financial, other resources
- Assess legal constraints
  - OCI issues, debarments/suspensions, qualification requirements
- All must understand terms and conditions of agreement

Ways to Find Teaming Partners

- Government Resources:
  - SBA District Offices – Business Development Specialists
  - Subnet (SBA.gov)
  - Subcontracting Opportunities Directory (SBA.gov)
  - Dynamic Small Business Search
  - Industry Day
- External Resources:
  - FedBizops – “Interested Vendors List” Tab on RFIs

Joint Ventures

- Contract in joint venture's name
- Contract performance responsibility lies with joint venture
- A joint venture is a small business concern when the combined revenues/employees of all joint venture partners do not exceed the small business size standard
- SBA Mentor protégé agreement – the joint venture can submit as many proposals as it wants, but it can be awarded no more than three contracts in a two-year period

Affiliation

- Business concerns are affiliates of each other if directly or indirectly, either one controls or has the power to control the other, or another concern controls or has the power to control both
  - Stock ownership
  - Common management
- Affiliations deals with business relationships a SB may have with other firms and how those relationships affect the size status of the SB
  - Prime-sub relationship is not at arms length
  - Business relationship outside particular contract that may cause affiliation

POST AWARD PROCESSES

Software, Networks, Information, Modeling and Simulation (SNIM) Overview: A best-in-class contract vehicle for R&D and R&D related A&AS efforts

What is SNIM: SNIM (Software, Networks, Information, Modeling and Simulation Technical Area Tasks (TATs)) is an Indefinite Delivery Indefinite Quantity (IDIQ) focused on the areas of:

Information Assurance
-Defense Information Operations
-Information Warfare Technologies

Knowledge Management and Information Sharing
-DoD-related SNIM conference, symposia, workshops
- Technical coordination and information services

Software Data and Analysis
-Software Technology
-Software Engineering
-Software Development

Modeling and Simulation
-Modeling and Simulation Policy
-Modeling and Simulation Practices
-Emerging Technologies

Contract Quick Facts: Type: IDIQ **Ceiling:** $2B **Min TO:** $2,500
Term: 5 yrs, 1 Base + 4 1 yr options
Customer Shared Direct Cost Rate:
http://iac.dtic.mil/financial_mgmt.html

Available Contractors: Nine prime contractors and hundreds of subcontractors possess the diverse capabilities and experiences to meet your mission needs.

Prime SNIM Contractors

- Alion Science and Technology Corporation (Alion)
- Applied Research Associates, Inc (ARA)
- Battelle Memorial Institute (Battelle)
- Booz Allen Hamilton Inc. (BAH)
- ITT/Exelis
- L3 Communications, Inc. (L3)
- MacAulay Brown, Inc. (MacB)
- Leidos
- Wyle Laboratories, Inc. (Wyle)

Quality, Speed and Ease of Use: SNIM contractors represent the best and brightest from both industry and academia. SNIM was developed through a careful analysis of other top contracts and incorporates the best tools, techniques, and processes that simplify and speed up your contracting experience. Our average Pre-Award Lead Time (PALT) is less than 95 days.

Ready to start using SNIM?
Our DTIC Customer Support Cell is on hand and ready to assist you with your requirements and walk you through the process. Learn more about SNIM and other IAC offerings at
http://iac.dtic.mil/snim.html

Value to the DoD Community: Customers who utilize SNIM, part of the Information Analysis Center (IAC) program, are able to save federal dollars by not duplicating work that's already been performed while simultaneously strengthening the scientific community by adding new STI for others to use.

The IAC Program Serves as a bridge between the Warfighter and the acquisition community, and is recognized as an "essential value-added resource for the acquisition community" by one of the world's preeminent bipartisan policy institutions. The IACs currently provide support to all 10 Combatant Commands (COCOMS) with over 100 researchers deployed for "in theater" support.

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DoD IACs Enterprise Website

http://iac.dtic.mil

The DoD IACs Enterprise website provides:

- Information for current and prospective customers
- Easy access to MAC TAT information – templates, ordering procedures, etc.
- Information about current ASD R&E imperatives and relevant resources
- Information and guidance on changes to IAC business operations, policies and processes
- Upcoming business opportunities
- Support for marketing the contract

TAT Requirements Templates

Getting Started with the IAC Multi-award Contract Vehicles

All customers who wish to use IAC multi-award contract vehicles must submit a requirements package. An ordering guide for preparing your requirements package and filling out applicable templates can be found on the IAC website. Each requirements package will consist of the following documents:

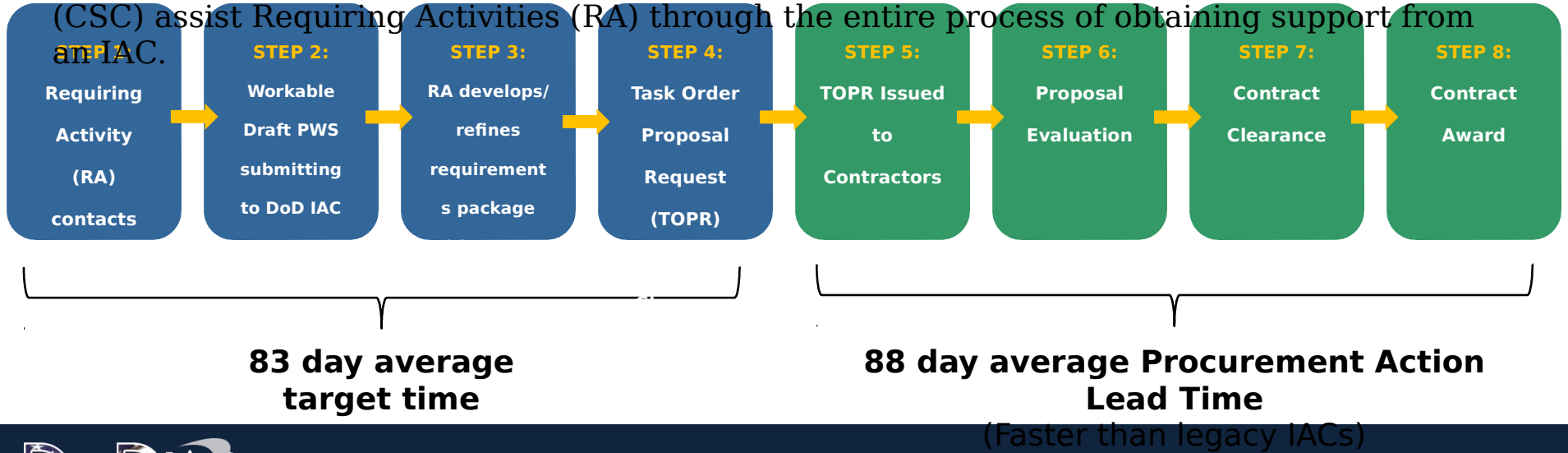
- Performance of Work Statements (PWS) Template
- Independent Government Cost Estimate (IGCE)
- Evaluation Plan
- Sample DD Form 1144 Interservice Support Agreement
- Sample Military Interdepartmental Purchase Request (MIPR)
- IAC Requirements Package Checklist
- DD Form 254 Contract Security Classification Specification

Requirement to Award Process

The Software Data and Analysis, Information Assurance, Knowledge Management & Information Sharing, and Modeling & Simulation (SNIM) contract was the first multiple-award IDIQ contract for the IAC Program Office. The SNIM contract was awarded 24 May 2010, consists of 9 industry leading contractors, and has a $2 billion ceiling. SNIM also offers the flexibility to utilize: CPFF or FFP type task orders; LPTA or Trade-Off method for source selection; and incremental funding.

SNIM was awarded in conjunction with and oversight of the Air Force PEO/CM. SNIM was also the first AF contract over $1 billion to go though the DPAP approval and peer review process.

SNIM is <u>quick</u> and <u>easy-to-use</u>: tools, templates, and a dedicated Customer Support Cell (CSC) assist Requiring Activities (RA) through the entire process of obtaining support from an IAC.



Governance Process
IAC BCO, TAT, & Steering Committee

- Executive Steering Committee (ESC) comprises senior stakeholders across the IAC's technical community
  - ESC members have an interest in understanding:
    - Operational needs of the broader community
    - IAC work being performed in support of these requirements
- ESC members bring an executive perspective on the needs and focus of the community, with specific focus on their agency
  - BCO provides a broad-based perspective looking across the community *(strategic)*
  - TAT work provides bottom-up information on what are the community's needs "in the field" *(operational/tactical)*
  - ESC validates trends and future research needs
- IACs provide a unique perspective for senior leaders in the IAC's technical community
  - Dual efforts, both supporting research and executing operational requirements
  - IAC brings together information from two ends of the acquisition lifecycle: from early research to operational requirements and feedback

BCO/TAT Collaboration

Building on Existing STI

- **Pre-award literature search ensures new work builds on existing knowledge**

Customer PWS → IAC PMO / CSC → IAC BCO (lit search) → IAC PMO / CSC → Customer (updated PWS)

Literature Search Template (with sample entries)

		Total Hits			Relevant STI			
SOW Paragraph	Final Search Term(s)	DOAC	IAC Quad	Other	DOAC	IAC Quad	Other	Comments
SOW Task 3.3	HH-60G Pave Hawk Survivability AND RPG	11	0	0	0	0	0	No relevant STI currently exists in relation to Task 3.3
SOW Task 3.4	RQ-1 Predator Survivability AND RPG	27	2	0	3	0	0	Article in the Fall 2005 Aircraft Survivability Newsletter discussing lessons learned related to RQ-1 Predator Survivability and RPG attacks during the GWOT.
SOW Task 3.5	RQ-1 Predator Impact Sensors GWOT	53	2	3	0	0	0	No relevant STI currently exists in relation to Task 3.5
…								

- **Post-award gap analysis provides feedback to IAC BCO**

Lit Search Results → TAT Awardee → TAT Kickoff → TAT Execution → BCO (new research)

Gap Analysis (with sample entries)

		Total Hits			Relevant STI				Gap Analysis		
SOW Paragraph	Search Term	DOAC	IAC Quad	Other	DOAC	IAC Quad	Other	Comments	STI Used	Comments on STI Used	STI Gaps
SOW Task 3.3	HH-60G Pave Hawk Survivability AND RPG	11	0	0	0	0	0	No relevant STI currently exists in relation to Task 3.3	0	n/a	• no STI found on main search term, "HH-60G Pave Hawk Survivability AND RPG"
SOW Task 3.4	RQ-1 Predator Survivability AND RPG	27	2	0	3	0	0	Article in the Fall 2005 Aircraft Survivability Newsletter discussing lessons learned related to RQ-1 Predator Survivability and RPG attacks in Iraq/Afghanistan.	3	• previous case studies on RPG attacks against RQ-1 Predator used to develop updated tactics for pilots	• found no data on equipment recovery in event of downed RQ-1 Predator due to RPG attack
SOW Task 3.5	RQ-1 Predator Impact Sensors GWOT	53	2	3	0	0	0	No relevant STI currently exists in relation to Task 3.5	0	n/a	• no STI found on main search term, "RQ-1 Predator Impact Sensors GWOT"
…											

U.S. Marine Corps Requirements

We will rebalance our Corps, posture it for the future and aggressively experiment with and implement new capabilities and organizations."

–35th Commandant of the Marine Corps Planning Guidance, 2010

Excel as the Nation's expeditionary "force of choice"

"Be most ready when the Nation is least ready"

Operationalize, Innovate, Execute. Engage and respond with an agile advantage.

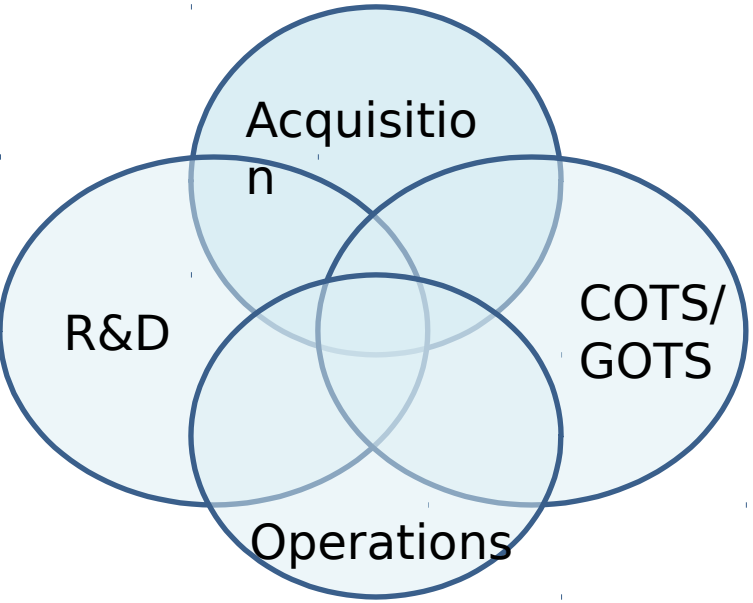
TECHNOLOGY INNOVATION DIVISION BRIEF TO INDUSTRY DAY 27 MAY 2014

Agenda

- LtCol Yost, Director Technology Innovation Division, HQMC Intel Dept
  - Challenge
  - TID Mission
  - TID Purpose, Method and End State
  - TID Organization
  - TID Efforts
  - DCGS-A Field User Evaluation
  - TID Way Ahead

UNDERSTANDING THE CHALLENGE

Innovation | Agility | Results



Accelerating USMC Intelligence Technological Advantage

Trends

- Continuing need for rapid acquisition/deployment of technology
- Increased Specialization of capability to units
- Shifting priorities to smaller intelligence driven operations
- Higher demand for metrics ISO Operations

Challenges

- Declining Funding
- More Budget Oversight
- Pace and Alignment of Technological Change outpaces DOTMLPF Assessment

Opportunities

- Better Leverage of COTS/GOTS
- Growing Cyber Capabilities
- Focus R&D on defined mission area gaps
- Leverage COI and Organizational Outreach

Challenge Response

Innovation | Agility | Results

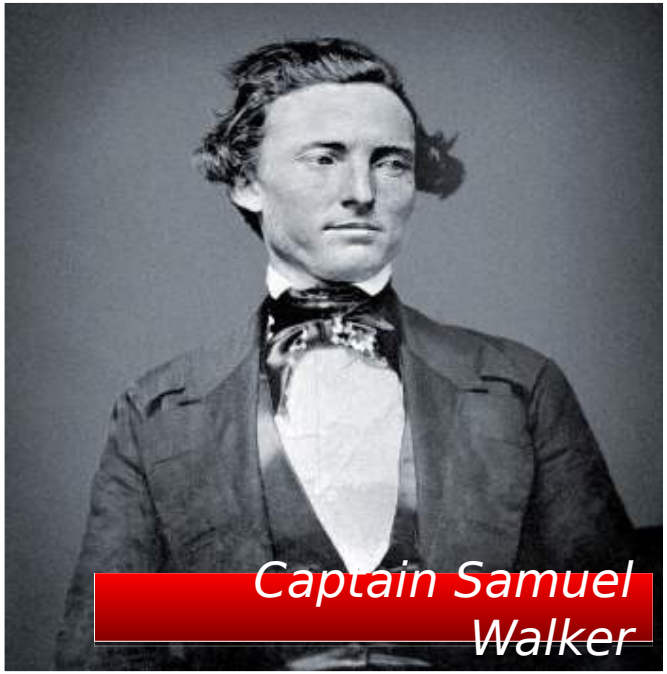
The Good News
We've been here before and the tools have'nt changed. I'm not alking about February of 2001 either"

Section 804 2010 NDAA Mandated Agile Methodologies for DoD.

gile Development Tenants

Individuals and interactions
over processes and tools
Working software
over comprehensive documentation
Customer collaboration
over contract negotiation
Responding to change
over following a plan

Colonel Sam Colt



Captain Samuel Walker

Eli Whitney, Jr.

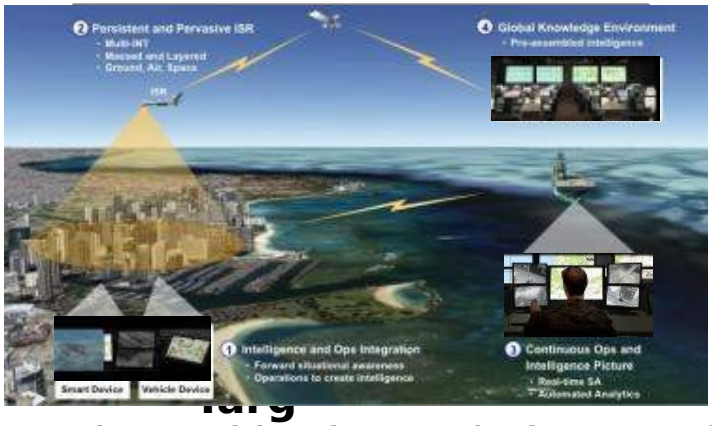
1848 Walker Colt Revolver

"For most of our history the U.S. Marine Corps has gotten everywhere it needed to go with guts,
brains and a rifle. Operate to Know is just a 21st Century variation on that.

Brigadier General (Sel) Mike Groen USMC, Director Marine Corps Intelli

Operate-to-Know (OtK)

e beyond static PowerPoint to a continuous knowing and finding C2 knowledge enviro



The USMC have envisioned a new Joint force operating concept, involving persistent and pervasive ISR, real-time PED, and Ops/Intel integration

Underlying Technology

- **Real-time situational awareness data-sharing leverages architecture development and laboratory developments with AF, Army and Other ASDR&E (D2D)**

Why is this important?

- **The Joint force WILL fight differently when enabled with real-time persistent and pervasive surveillance**
- **The Joint force needs an operating concept to realize the full potential of new intelligence methods and sensor and processing technology.**

Key Participants

- **Gov't Contributors: HQMC Intel, CTTSO, ATL, ONR, DIA**
- **Industry partners: InQTel providers**

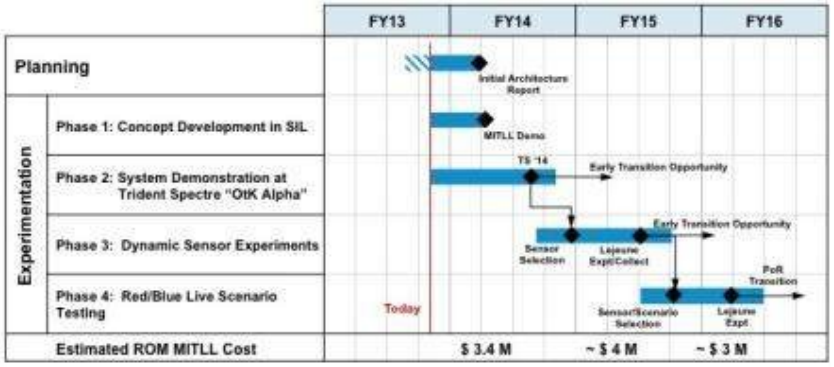
Key OtK Alpha Tasks and Deliverables

1. **OtK System Integration Lab Experimentation by 6 months**
2. **Participation and concept/architecture demonstration in experiment venue by 12 months**
3. **Report on architecture analysis at 6 months, including scenarios and tool evaluation**

Funding / Schedule

	FY13	FY14*	FY15*
• ASD(R&E) / RRTO	$1.6M		
• CTTSO	$0.3M		
• DIA	$1.5M		
• Schedule		12 mo	12 mo	6 mo

*** An additional mix of support will be identified for FY14/15**



OtK problem recognition: Missing within the Joint force is an operating concept that establishes a continuous knowing and finding capability – two of warfighting's most overlooked and difficult tasks.

OtK Problem statement: 12 years of combat operations validate the critical requirement for active intelligence collection (soaking with pulsing), near-real time processing and a continuous intelligence picture to guide Joint forces and weapons. Expeditionary operations that cover larger areas (e.g. AFRICOM, PACOM) will make it hard to sustain actions for knowing, finding and identifying opportunities and risks.

A more effective way to meet the intelligence needs of the Joint force is necessary today- move from collect and present to a continuous situation picture.

Requirement for OtK: Development of sensing (soaking) and analytic capabilities (forensic with real time indexing) combined with operations that expose a hidden adversary

OtK IS NOTHING NEW

Operations and Intelligence Integration

"Fighting for Intelligence"

P2SR

Massing and Layering

Agitation and Spiking

Continuous Operations and Intelligence Picture

Process, Analyze, Integrate

Global Knowledge Environment

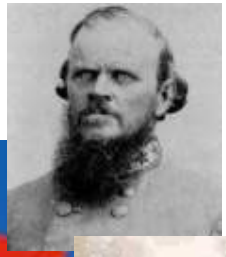
70/30 Production vs Knowledge

...

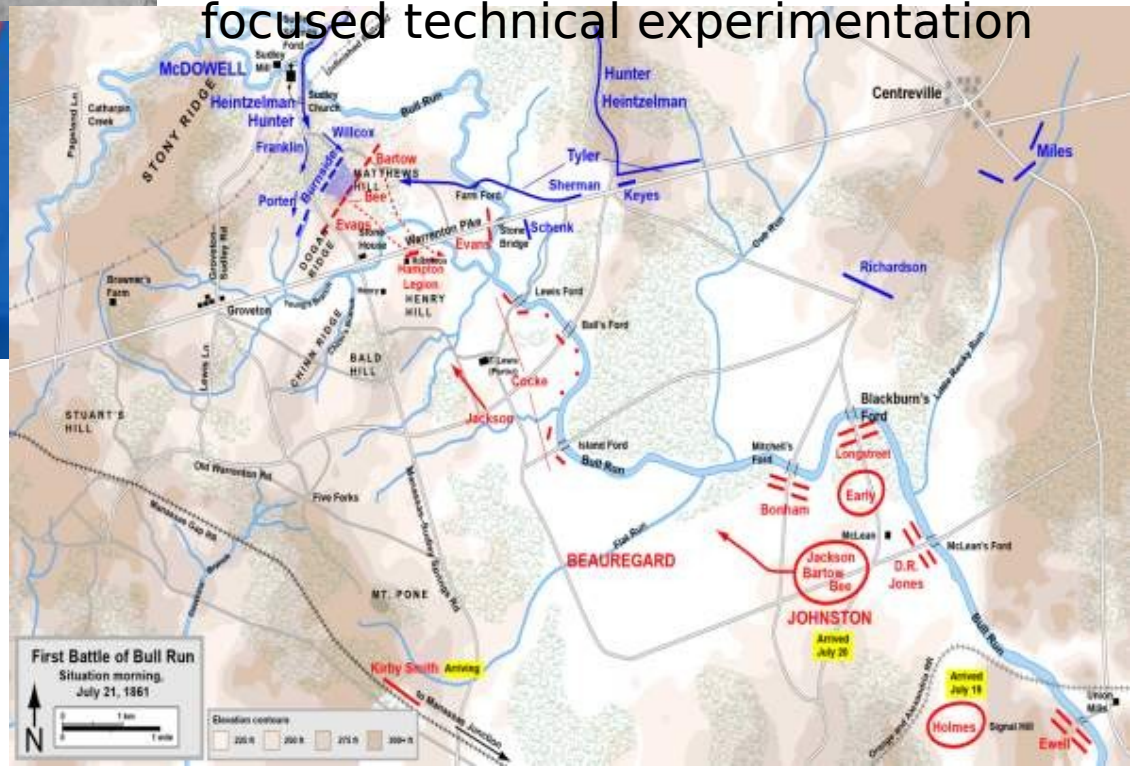
Codification of existing best practices

There Really Is Nothing New Here

Innovation | Agility | Results



Technology Advancements Drive RMAs
Technological Edge to the “Early Adapters”
OtK combines Operating Concept with focused technical experimentation



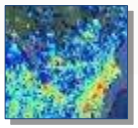
DoD pursuing lines of Experimentation/Operation focusing on the disruptive technologies of The 21st Century

Most aim at the “Decision Maker”

Technology Challenges

Innovation | Agility | Results

CHALLENGES



Real-time Analytics

- Pattern of life/normalcy
- Spiking response

Information Fusion

- Knowledge across INTs

Decision Support

- Simplified visualization
- Efficient interaction

Information Security

- Cyber resilience
- Multi-level security

Integration

- DoD interface: DCGS-(A/N/AF)
- IC interface
- Interoperability

Tactical Edge

- Mobile COP
- Comms disadvantaged units

Where Colt SWORD Fits in OtK

SOLUTIONS

- Automated pattern of life/anomaly detection and multi-INT cross cueing
- Video analytics – summarization & human factors
- y-based compression

- ated associators/trackers
- ence estimators
- Graph anomaly detection and prioritized exploratio

- Web-based clients
- UDOPs
- Game-based assessment of human-machine interface

- NSA Encryption
- Data Guards
- Attack attribution
- Coordinated activity detection

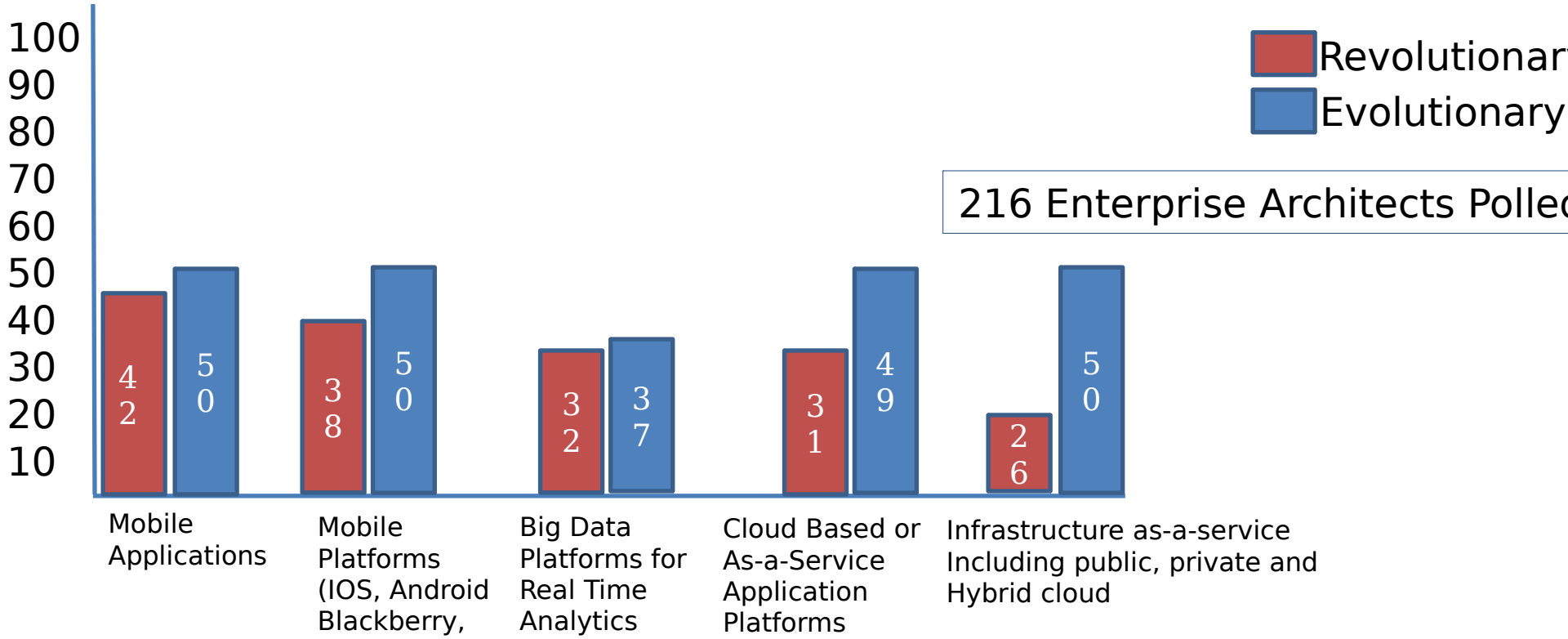
- Data Standards
- Open Architecture
- Testbeds for technology Injection in fielded system

- bile devices (COTS leverage)
- pen application development
- Dismounted Marines and Soldiers as Sensors

Today's Disruptive Technologies

Innovation | Agility | Results

ruary 2013 Forrester's Top 15 Emerging Technologies to Watch Now to 2018
ndustry Leaders both inside and outside the Tech Industry Polled
sked to Rate Evolutionary and Revolutionary Impact of 12 technology areas
lobile (Next Generation U/Is) take top two spots
Big Data" and Cloud come in 3 and 4 ONLY in relation to impact on real time ana



TID Purpose, Method and End State

Purpose:

- To implement the DNI/USDI direction for a **collaborative organization** that supports **concept exploration**, **capability maturation**, **rapid prototyping**, **rapid technology insertion** and **capability transition** for the MCISRE

Method:

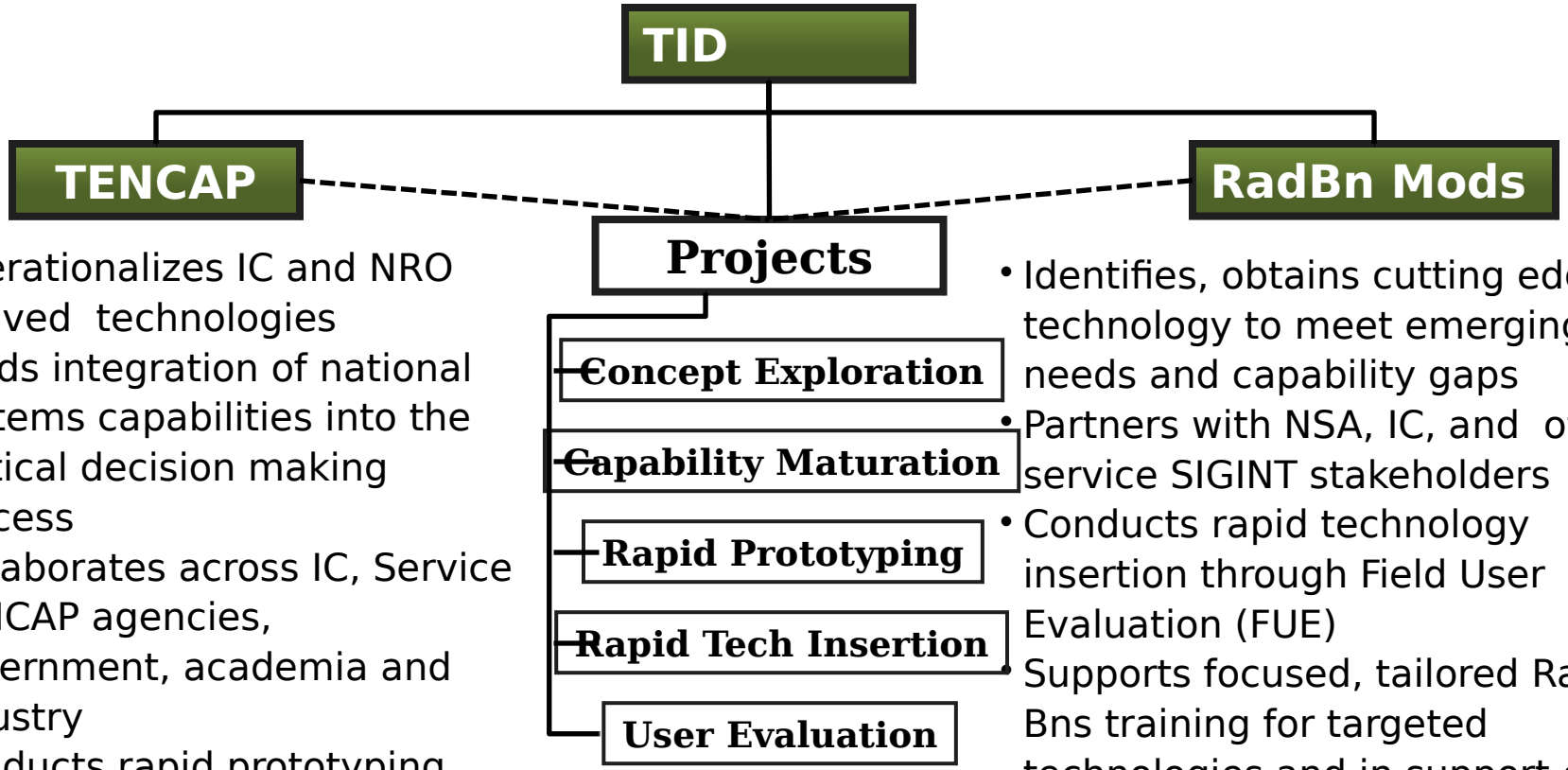
- Provide an enabling environment for the **effective evaluation**, **adoption**, **adaptation** and **transition** of IC and Service-level intelligence policy pronouncements, requirements, standards and targeted R&D efforts in support of MCISRE

End State:

- A **collaborative** and **integrated** organization that supports all contributors to the MCISRE to provide leading edge capabilities to the enterprise while minimizing technical, operational, and programmatic risk through the evaluation of **Concepts**, **Technologies** and **Processes** in operationally relevant environments

TID Organization

Innovation | Agility | Results



- Operationalizes IC and NRO derived technologies
- Leads integration of national systems capabilities into the tactical decision making process
- Collaborates across IC, Service TENCAP agencies, government, academia and industry
- Conducts rapid prototyping, tech insertion in support of mission planning and execution

- Identifies, obtains cutting edge technology to meet emerging needs and capability gaps
- Partners with NSA, IC, and other service SIGINT stakeholders
- Conducts rapid technology insertion through Field User Evaluation (FUE)
- Supports focused, tailored Radio Bns training for targeted technologies and in support of

TENCAP - Tactical Exploitation of National Capabilities

RadBn Mods - Radio Battalion Modernization and Concept Exploration Project

As the DIRINT's innovation organization, TID may be tasked to leverage, develop, modify, or transition applicable Cyberspace capabilities and/or Electronic Warfare (EW) solutions, in support of RadBn Mods and MARSOC

Tactical Exploitation of National Capabilities (TEN

Innovation | Agility | Results

- Integrates current and emerging national system capabilities into the tactical decision-making process
- Nucleus of the TID and executes special projects to conduct intelligence concept exploration, capability maturation, rapid prototyping, rapid technology insertion and facilitates capability transition via special projects

Current Projects (Partial)

- Determination of Obstruction free Landing Zone & Periodic Pole Detection
  - Supports aviation operations
  - In evaluation & transition
- WolfCub & Persistent Radio Exploit of Mobile Inter-Signal Exchanges
  - SIGINT Collection project that feeds RadBn Mods
  - Interoperability improvements
- Depthmapper & Beachcomber
  - Supports amphibious operations

Future Projects

- Partnership with US Navy TENCAP on the Naval Tactical Cloud Architecture in support of future Amphibious Operations
- Partnership with US Army INSCOM on Red Disk Tactical Cloud Architecture
- Expand outreach to Intelligence Community, Industry, & Academia through pa participation in collabor .e.g., In-Q-Tel
  - o FY-14 M currently in the sel ding process

Radio Battalion Modernization and Concept Exploration (RadBn Mods)

Innovation | Agility | Results

- Conducts rapid technology insertion across the Marine Corps SIGINT architecture, in partnership with NSA, to enable the operating forces and SIGINT acquisition programs to maintain parity with advancements in technology
- Conducting deliberate and methodical research and development to deliver tested and proven capabilities are in support MCISRE

Current Projects (Partial)

- ICS-301 & BDX to the Radio Reconnaissance Equipment Program
- ICS-2 to the Team Portable Collection System Program
- WolfJaw FUE and W
- Sweeper FUE
- SIGINT/IMINT FUE

WolfJaw

Future Projects

- Develop solutions on NSA Red Hawk Framework
- Some future projects are preceded by Marine Corps TENCAP supported effort
- All proje IIP

ICS-301

Way Ahead

- Establish presence in tactical training environments
  - Marine Corps Tactics and Operations Group
  - Marine Corps Aviation Weapons and Tactics Squadron-1

- Further expand relationships with:
  - Industry (e.g., In-Q-Tel, ESRI, etc.)
  - DoD (e.g., Air Force Research Laboratory)
  - Academia (e.g., Software Engineering Institute Carnegie Mellon University, Naval Postgraduate School)

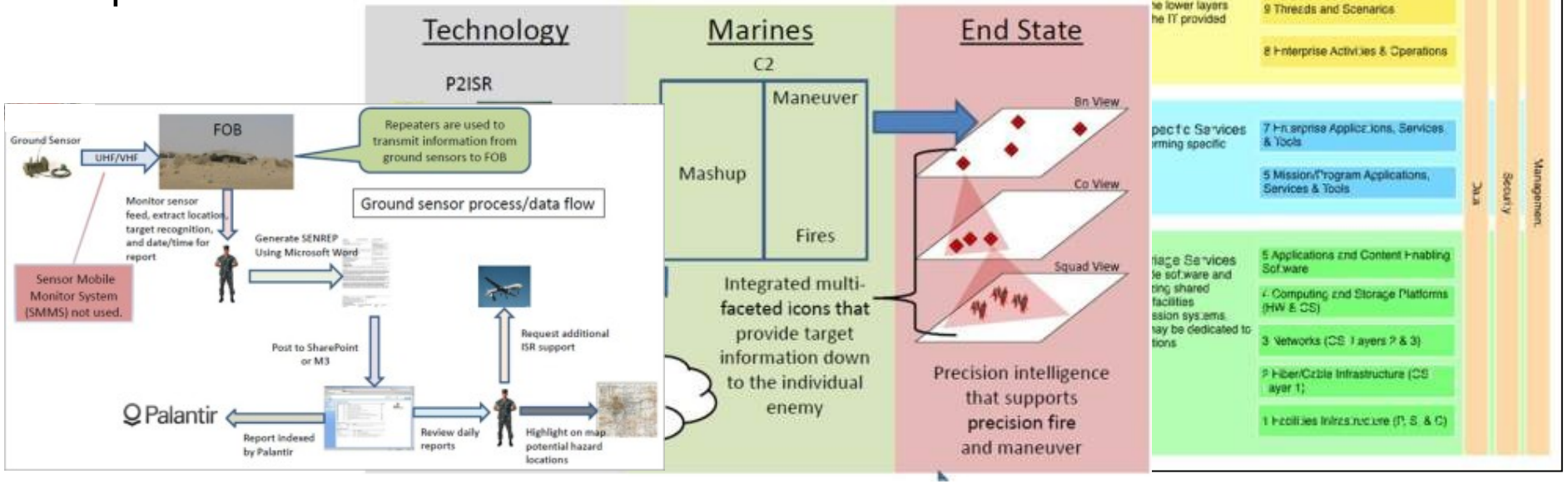
- Expand ability to support HQMC-I with a flexible Contracting Vehicle that provides, Advisory & Analytic Services, Cyber Expertise, Data Science, Engineering (All types including Software) and Project Support

Questions?

MCISRE Objective Mission Architecture

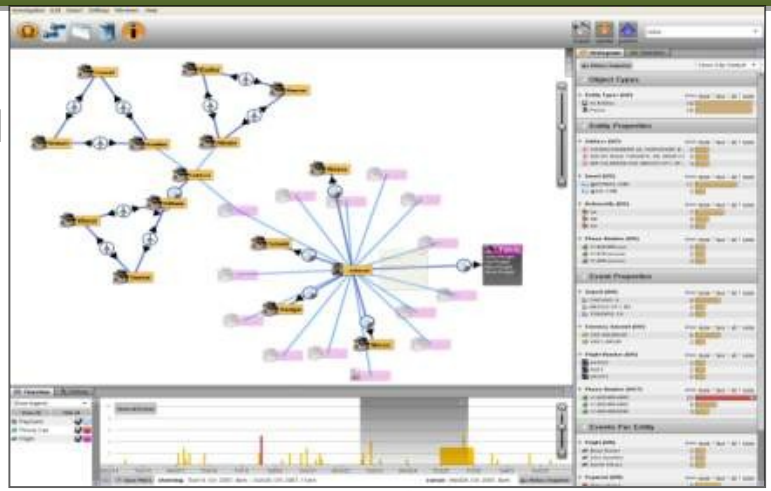
Innovation | Agility | Results

- Capture the current state of the MCISRE Systems Architecture
- Create the Systems Baseline of the MCISRE Objective Mission Architecture
- Provides the foundation to create core diagrams supporting MCISRE, information systems, applications, people and organizations to create superior battlefield intelligence - "Deli
point of execution"



Palantir

Innovation | Agility | Results



Purpose

- Palantir Technologies Defense provides a gap fill for advanced analytic capability (unstructured data discovery, simultaneous data base searches, and peer collaboration) as a bridging capability until USMC intelligence acquisition program fields an enduring AA capability

Method

- Advanced Analytics Sustainment (AAS) Urgent Universal Needs Statement (UUNS) described this need and Palantir Technologies was selected to provide advanced analytics capability for Marine Expeditionary Forces (MEF) and other forward deployed units

End State

- TID will collect user feedback to generate requirements for a future advanced analytic capability during the time that Palantir Technologies Defense is in use.

Palantir Status:

- AAS UUNS Deployments:
  - Camp Leatherneck, AFG
  - I/II/III MEFs
  - Marine Corps Intelligence Activity
  - Marine Corps Forces Central Command Forward
  - Navy & Marine Corps Intelligence Training Center
- Enhancement Deployments
  - 2 x MEU's, I MEF
  - 2 x MEU's, II MEF
  - Marine Corps Tactics and Operations Group (MCTOG)

QUESTIONS & ANSWERS

CLOSING REMARKS

Key Upcoming Milestones

- CS TATs
  - Draft RFI for FA8075-14-R-0001 was posted on FedBizOpps on 5 May 2014
  - Draft RFP 30 June 2014 (*estimated date*)
  - RFP Issued 23 August 2014 (*estimated date*)
  - Contract Start 1 October 2015 (*estimated date*)
- DS TATs
  - Award anticipated June 2014

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Director, DoD Information Analysis Centers
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Direct: 703-767-9235
Mobile: 571-236-6135

Mr. Thomas Gillespie
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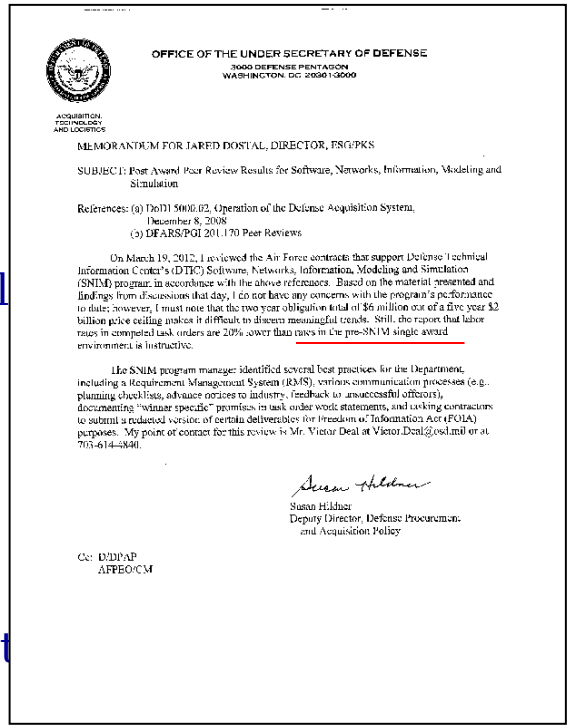
Mr. Stanley Stearns
Insert Title
stanley.stearns@us.af.mil
Direct: 402-294-4711

BACK UP

Multiple Award TAT Contracts

Best Practices Incorporated from other MACs

- On-line Requirements Management System
  - Documents development of requirements package
  - Easy access for geographically separated team
- Advance Planning Matrix for upcoming requirements
- Draft task order RFP for review/comment as applicabl
- Compete TAT among MAC prime contract holders
  - Full tradeoff, LPTA
- Obtain and post redacted task order award
  - Promotes information sharing; reduces burden of FOIA contractor and government
- Document “winner specific” proposal promises in cont
- Provide feedback to unsuccessful offerors
- Maintain open dialogue on “no-bid”s from contractors
  - Recognize that industry won’t bid on all requirements
  - Work with industry to reduce barriers to effective competition



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3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

ACQUISITION, TECHNOLOGY AND LOGISTICS

MEMORANDUM FOR JARED DOSTAL, DIRECTOR, FSG/PRS

SUBJECT: Post Award Peer Review Results for Software, Networks, Information, Modeling and Simulation

References: (a) DoDD 5000.02, Operation of the Defense Acquisition System, December 8, 2008
(b) DFARS/PGI 201.170 Peer Reviews

On March 19, 2012, I reviewed the Air Force contracts that support Defense Technical Information Center's (DTIC) Software, Networks, Information, Modeling and Simulation (SNIM) program, in accordance with the above references. Based on the material presented and findings from discussions that day, I do not have any concerns with the program's performance to date; however, I must note that the two year obligation total of $6 million out of a five year $2 billion price ceiling makes it difficult to discern meaningful trends. Still, the report that labor rates in competed task orders are 20% lower than rates in the pre-SNIM single award environment is instructive.

The SNIM program manager identified several best practices for the Department, including a Requirement Management System (RMS), various communication processes (e.g., planning checklists, advance notices to industry, feedback to unsuccessful offerors), documenting "winner specific" promises in task order work statements, and tasking contractors to submit a redacted version of certain deliverables for Freedom of Information Act (FOIA) purposes. My point of contact for this review is Mr. Victor Deal at Victor.Deal@osd.mil or at 703-614-4840.

Susan Hildner
Deputy Director, Defense Procurement and Acquisition Policy

Cc: D/DPAP
APPEO/CM

DPAP peer review recognized these “best practices”

Advance Planning Matrix

Example of Potential CS TATs Workload (taken from SNIM)

Requirements Objective	Magnitude
Evaluate new or emerging M&S technologies and initiate the development, implementation, and deployment of supporting M&S collaborative toolsets that emulate the Warfighters Tactics, Techniques, and Procedures (TTPs).	**≥$1M <$5M**
Integrate the Integrated Air and Missile Defense Training Initiative, with both the Air Space Cyber Constructive Environment and the Air Operations Center Part Task Trainer (PTT) in order to interface with both systems to replicate AOC PTT outputs for Ballistic Missile Defense System and produce an Interface Control Document for bother interfaces into the Virtual World Framework	**≥$1M <$5M**
Enhance the ability of RCSB to provide NAWCWD, NAVAIR, and the RDT&E community with value added, cost effective IT/IA solutions. Provide subject matter experts (SMEs) to execute network designs, fiber builds, infrastructure mapping, networking solutions, and both trained and certified IA and Information System Security Engineers (ISSEs) to the NAWCWD RDT&E community.	**≥$5M <$10M**
Develop initiatives and integrate new software enhancements into the NTB. Keep simulations current and responsive to the Navy's needs, new operational requirements, and other necessary upgrades and improvements. Analyze and translate new simulation software, network, and communications requirements.	**≥$95M <$100M**
Enhance NAVAIR leadership's ability to develop affordable solutions that support the deployment of integrated, interoperable, cost effective Naval Aviation IT Logistics Enterprise Solutions. The solutions shall support the Business Capability Lifecycle (BCL) phases of Business Capability Definition (BCD), Investment Management, Prototyping, Engineering Development, Limited Fielding, Full Deployment, Operations and Support, and Disposal.	**≥$40M <$45M**
Develop candidate concepts of employment and a combination of space technologies into capabilities that can be further refined through research and development for deliberate technology transition to the Warfighter. These activities will require greater refinement along the continuum of technology transition, capability gap resolution, operational concepts of employment, and product center needs for technology insertion.	**≥$1M <$5M**